



Effective Leadership

Leadership is not necessarily a function of job title. Just because someone is a manager, does not mean they are a leader. Leaders are found at every level and in every function of every organization. While some seem to be natural born leaders, the vast majority of people must work to develop the skills and traits of leadership.

Whether your job at DFCM includes supervising people, managing projects, developing new programs, or performing tasks, we all need to sharpen our leadership skills. Leadership can be a rewarding experience if you approach it with intelligence, creativity, a good sense of humor, and a basic knowledge of what it takes to work with and motivate others.

Everyone prefers working with a true leader---someone they know they can count on in difficult situations; someone who is decent, dependable and fair; someone who knows where they are going. One of the primary requirements of effective leadership is clarifying the agenda, creating order out of chaos. Top performers are attracted to organizations lead by individuals that are seen as competent and caring. True leaders ask for a hard day's work and demand excellence. At times, toughness is a required characteristic of a good leader. People respect leaders who possess fair-minded toughness.

State agencies look to DFCM to provide effective leadership. Whenever a problem arises, DFCM is expected to have the solution. In a crisis situation, the mantle of leadership naturally falls to the individual with the most knowledge---the expert. Because of our unique position, background, and technical training, the role of leadership often falls to DFCM employees.

What are the skills of effective leadership? Ask yourself the following questions: Who was the best manger/supervisor I ever worked for? What did that person do? How did they communicate, manage time, delegate assignments, train and motivate employees, resolve conflicts between employees, and handle office politics? One of the best ways to learn leadership skills is to pattern your style after someone successful.

Basically, there are two distinct management styles: Task-Centered versus People-Centered. Task-Centered supervisors are very businesslike and well organized; know every detail of the job; give clear instructions; carefully define procedures; and reward for performance. People-Centered supervisors are warm, good-humored, patient, and understanding; willing to discuss issues, welcome suggestions, hear complaints, engender trust; and care about those they work with.

Effective leaders are able to be both task- and people-centered

when each is appropriate. The trick is knowing when to be task-centered and when to be people-centered. The best leaders are not robots acting out a precise script. They diagnose the people and the situation then choose a proper course of action.

People generally prefer working closely with someone similar to themselves. That is why some people like working for managers that are more task-centered, and other people enjoy working for managers that are more people-centered, while other people prefer someone that is a combination. What type of manager do you prefer working with?

In order to improve your leadership skills, pick one or two leadership traits from a successful manager that you have worked with and incorporate those traits into your own management style. Over time, with practice and commitment, these traits will become ingrained and you will be well on the path to effective leadership.

*Article submitted by Kent Beers
Thanks Kent!*



DFCM Employees Are Thankful For.....

"I am extremely thankful for my...family; near and far, friendships; old and developing, freedoms and citizenship in The United States of America, employment, health, ...and so much more!"

Emily Barnes

"I'm thankful my drive off the Tee is twice as far as Bruce Whittington's. I won't get a promotion but he might get a chuckle out of it."

Richard Jenkins

"I'm most thankful for my best friend who just happens to be my husband, I'm thankful for my family, the OLD payroll system, my employment with DFCM and the friendships I have developed through working here. I'm thankful for patient co-workers who put up with me and last but not least I am so thankful for NASCAR!"

Debi Tripp

"I'm thankful for all the men and women who protect our Country, and those who have died to give and protect our freedoms."

Debbie Ebert

"I'm grateful for my 6 month old grandson. He's a joy to watch and play with. I'm grateful for my wife and five children and the growth that all of us have gone through over the years, not a bum in the lot."

Dale Arrington



"I'm thankful for a wonderful family that I wouldn't trade for the world. I am thankful for a dog who is ecstatic to see me every day. I am thankful for great friends who stand by me through thick and thin. I am thankful for a job I enjoy and Co-workers that I can call friends. I'm thankful I have been blessed to have food on the table and a roof over my head to protect me daily. I'm thankful for my good health!"

Nikki Wolcott

"I 'm thankful for my family, and the opportunity to live in the greatest country in the world. I am also thankful for all those men and women both past and present that make it possible to enjoy the freedoms we have."

Darrell Hunting

"I'm grateful to be employed and be able to be productive and of service to others. That opportunity to have a good reason to get up every morning and to do something useful is one of the greatest blessings in life and one that I am most **thankful** for. I hope we all appreciate it and can continue to enjoy the benefits of being self sufficient. I posted, on the side of my computer screen, Joe's words to us in one of the issues, which said; **"Are we doing everything we can to be the best we can be? Are we making a valuable contribution? Are there things I can do differently to be more productive or ways to do things better?"** If we keep those things in mind daily then we can make a valuable contribution."

Will Thornley

rather than a pessimist. I prefer to see good not evil, half full not half empty, happy not sad, give more than you get and you will feel better about yourself."

Bonita Jones

" I'm most thankful for my God, for the help he gives me, and that he allows me the chance to rise every day and try to make myself a better person. Next would be my family, because without them, life really wouldn't be worth living. They bring joy, frustration, challenge, opportunity, and satisfaction to my life, and I am never sorry even for a moment that I have them.

I am thankful that we live in a country that is free, where we can work and play and express ourselves in the ways that we most enjoy. I'm thankful for those that went before us and made the sacrifices they did so we could live in the wonderful conditions that we do. I think we all are at least aware of those that share this world with us that are less fortunate. Their everyday existence is a huge struggle, and it amazing that these people keep finding the will and the strength to go on. I think that places a responsibility on us to do whatever we can to make sure these freedoms are not just thrown away.

I'm thankful for an interesting challenging job, and for the people that I work with. I'm grateful for the chance to learn new skills, and the patience of those around me that are "showing me the ropes." I feel that loyalty is an important quality that needs to be earned, and I feel that DFCM and the people here have. There are many great pluses that we enjoy here; We have a very comfortable building

"I'm thankful to be an optimist,

with nice surroundings (at least when the construction is finished it will be!), we are given the materials we need to complete our jobs, we have excellent benefits to help take care of ourselves and our families, and our paycheck is steady.

I appreciate this opportunity to say "Thanks!" for all the pluses and the privileges that I enjoy, and I hope that everyone can find something to be grateful for. A very good friend of mine just recently sent me this quotation, which I will share, if you care to read it – I think it sums up "thankfulness" or "gratitude" in an excellent way:

Gratitude unlocks the fullness of life. It turns what we have into enough, and more. It turns denial into acceptance, chaos to order, confusion to clarity. It can turn a meal into a feast, a house into a home, a stranger into a friend. Gratitude makes sense of our past, brings peace for today, and creates a vision for tomorrow."

Priscilla Anderson

Don't forget to sign up for our Division Meeting and Catered Luncheon

**12-11-02
11:30-2:30
State Fair Park
Zions Building**

Cost is \$3.00 and due by 11-27-02

**Incentive Nominations are due by
11-20-02**

**Don't pass up a chance to
recognize a co-worker!**

**We will be holding our
second annual
"DFCM Gift Exchange"
There will be a gift for everyone!**



Redwood Grounds Crew



**BRIAN BRENTTEL
KEVIN O'BRIEN
RYAN MARTINEZ**

Capitol Grounds Crew



**MICHAEL SMITH
PAUL RENDON**

Through our Maintenance/Repair and Grounds

Training Programs, all of these employees have completed and passed a course at Salt Lake Community College.

The course of study was: Landscape, Water Conservation and Electrical. All will receive an Administrative Salary Increase as outlined in the Training Program documents.

Education is available to all employees that desire it. Future goals need be considered, advancement possibilities and retirement. Education opens doors

to opportunity and better paying positions. Participation in this program offers training, increased skill level and knowledge.

What an opportunity!

Courses need to be approved by the employee's immediate supervisor. Final course approval comes from our Program Director, Bruce Whittington.

*Article submitted by
Renee Poulson
Thanks Renee!*



Congratulations to Debbie Ebert for guessing the spotlight from last months newsletter. The guess who spotlight from October was Gordon Jensen.

GUESS WHO???

Hobbies: Collect Betty Boop items

Hero: My sister

Favorite Color: Green

Favorite Food: Steak w/mushrooms

Favorite Song: Good bye Good bye, by Oingo Boingo

Favorite Movie: Lord of the Rings

Favorite Team: Not a sports fan

Favorite Sport: Gymnastics

Least Favorite Food: Garlic

Favorite TV Show: That 70s Show

Favorite Actor/Actress: Tom Hanks/
Sandra Bullock

Favorite Holiday: Halloween

— For Your Information DIVISION UPDATES

WELCOME:

DFCM extends a warm welcome to **Justin Dean**. Good luck in your new assignment working on the Capitol Hill grounds crew!

CONGRATULATIONS:

Robert Welch has been promoted to a Journey Maintenance Specialist at the Courts Complex, way to go Robert!

We are happy to welcome **Rachael Neal** back after a long illness. DFCM would also like to congratulate her on her new position in the CAD department. Rachael will be replacing Jenny Schow. Good luck in your new position!

DFCM welcomes **Robyn Taylor-Bernier** to the CAD group. Robyn will be working with Rachael in archiving. Welcome!

REMINDER:

Open enrollment for the **Flex Account** is being held this month. You **MUST** re-enroll in order to participate in this program for the 2003 year. Enrollment forms are available in Debi Tripp's office.

*Contributions from staff are always welcome!
Writing/editing by
Debi Tripp and
Shannon Lofgreen
Additional contributors listed with articles.*